Industry Executives

words and thoughts on corporate change

Inspired by the Workshop
held at Sandia National Labs
28 - 29 March 2000

sponsored by the Advanced Concepts Group
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Industry Executives

On March 28 & 29, the Advanced Concepts Group invited a small number of executives from Chevron, Goodyear, Weyerhauser, Boeing and HP to help us think about our future.

What follows are some of the key words we heard them say of their experience with change, and some of the questions about Sandia those words inspired in us.

We are still exploring. Come talk with us about our learnings from the workshop, your learnings from other experiences… and we can work together toward the Sandia of the future.

David Williams
Weyerhaeuser Corp.

"Don't get so caught up
in WHAT you do that you
forget WHY you are here."

WHY does Sandia exist?
WHY do you come to work every day?

"Become the fair witness - Sandia might be the last bastion able to do this."

Can we retain objectivity while engaging in productive partnerships?

"We shifted our perspective from improvement on the past to performance against our potential."

How would you define Sandia's potential?
Broadly? Narrowly?
What kinds of breakthrough goals do these different definitions allow?

"Sandia is incredible. With the talent here, you can accomplish anything you put your minds to."

Do we have
a clear definition
of what it is
we want to accomplish?

"People are the barrier.
Aligning the people at the top is the key."

Is Sandia's management aligned to ou
core purpose?
Is there a common definition of that core purpose

"We had to deal with passive resistance,
with people saying the right words
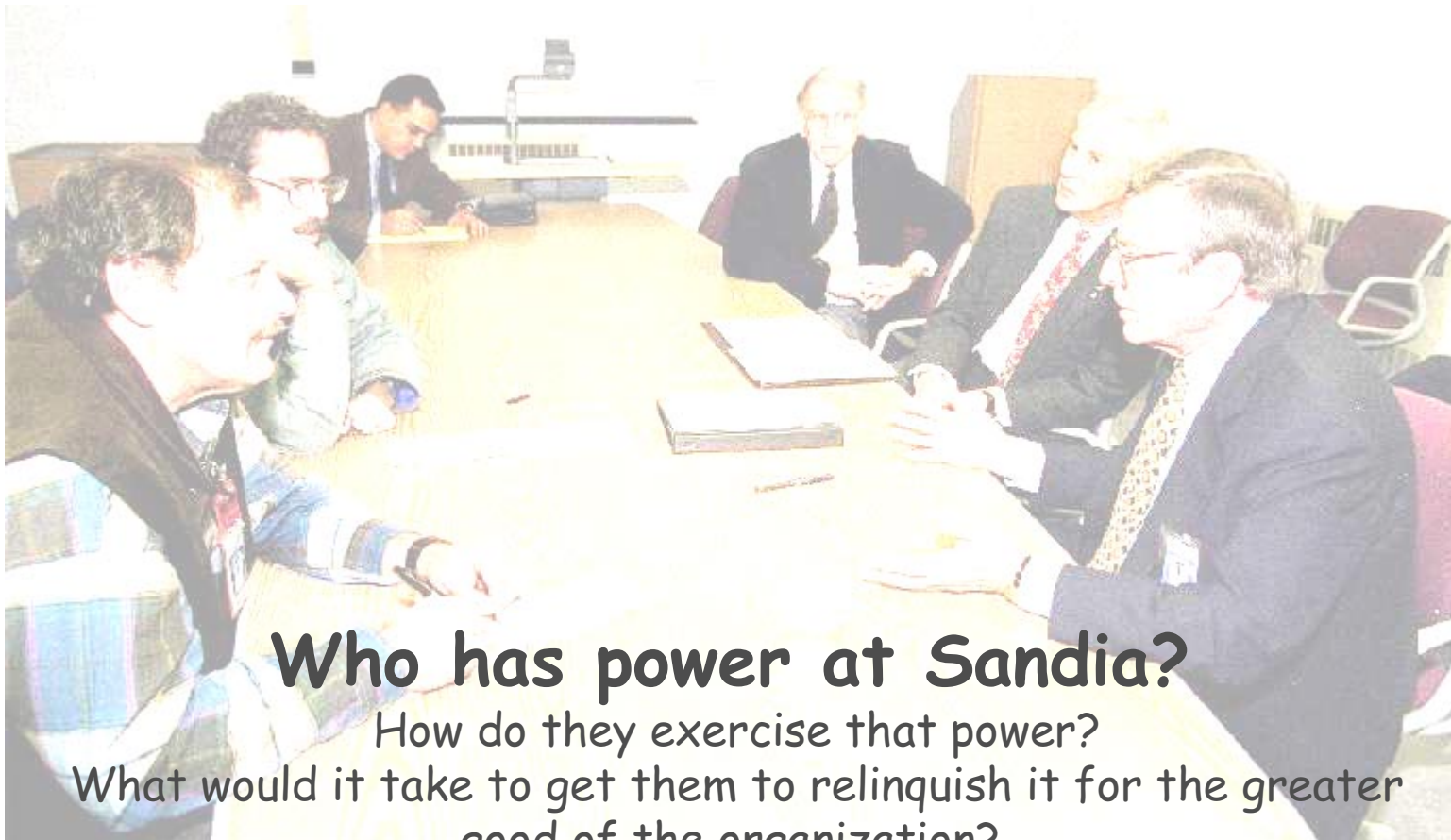but not changing their behavior."

Jim Tighe
Chevron Corp (retired)

David Williams
Weyerhaeuser Corp.

Richard Steichen
Goodyear Corp.

Does this happen at Sandia?
How should we deal with it if it does?

"Change in our company required a reallocation and shift of power"

Who has power at Sandia?
How do they exercise that power?
What would it take to get them to relinquish it for the greater good of the organization?
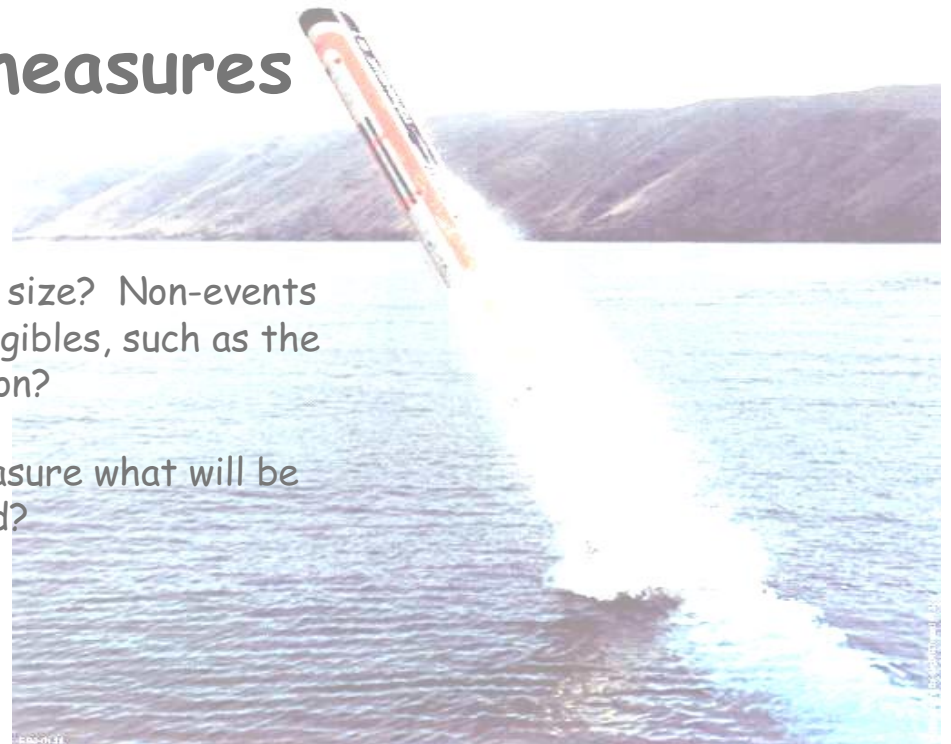
"Surrogate measures for reality will lead you to incorrect decisions."

What are our true measures for success?

FTEs on roll? Projects completed? Budget size? Non-events such as the absence of a nuclear war? Intangibles, such as the sense of security of the nation?

When budget cuts threaten, how do we measure what will be lost if they are implemented?

"Any change will require changes in values, and so will hurt."

Are we willing,
as individuals and as a company,
to endure the pain of change?
How badly will it hurt if we DON'T change?

Are we willing to bet the company that the future will be like the past?